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SECTOR REFORM AND UTILITY COMMERCIALIZATION (SRUC) PROJECT QUARTERLY PERFORMANCE REPORT – Q2 FY2016

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SECTOR REFORM AND UTILITY COMMERCIALIZATION (SRUC) PROJECT QUARTERLY PERFORMANCE REPORT – Q2 FY2016

JANUARY 1, 2016 – MARCH 31, 2016

SECTOR REFORM AND UTILITY COMMERCIALIZATION
(SRUC) PROJECT

CONTRACT NUMBER: AID-OAA-I-13-00018 /
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DELOITTE CONSULTING LLP

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INTRODUCTION

The **Sector Reform and Utility Commercialization (SRUC) Task Order** is funded by the U.S. Agency for International Development (USAID). The SRUC Task Order (TO) aims to promote utility commercialization and equitable, effective reforms that will enhance the financial viability and long term sustainability of developing countries' electricity systems, and thereby enable their expansion and growth and establish the necessary preconditions for clean energy investments.

As the prime contractor, Deloitte Consulting LLP is working directly with USAID to implement the SRUC Program. This includes assisting countries and counterparts with assessing existing sector conditions and preparing new strategies and plans; designing and implementing new market structures and models for private sector participation; building institutional capacity with utility partners; testing new commercialization technologies; and reporting lessons learned and results for broader dissemination in the sector.

Core activities under the SRUC Task Order include the following technical and administrative functions:

Technical Functions: Evaluations; Hosting sector reform workshops and forums; Designing and implementing new market structures; Developing appropriate legal and regulatory frameworks; Designing and implementing new models for private sector participation; Corporate governance; Utility financial modeling and planning and tariff analyses; Customer regularization and metering; Utility organization and capacity; Training and technical assistance; Best practice analyses, reports, and media.

Administrative Functions: Planning execution of technical functions; Drafting statements of work under the Task Order; Coordination with Missions on projects and travel; Resource approval and deployment for technical projects; Budget, administrative and technical trackers; Developing marketing materials.

Q2 2016 SUMMARY

In Q2 FY2016, the Deloitte team continued the implementation of our long-term technical assistance Scopes of Work (SOWs) in Jamaica and Indonesia, kicked off work in Haiti, and finalized a number of home office based work products. Highlights from the quarter include: developing informational materials related to the installation, electrification, and monitoring phases of the Readyboard Electrification Demonstration (RED) project, submitting several deliverables summarizing the team's experience during the live renegotiation with the Indonesian national electricity utility (PLN), and conducting our initial trip to Haiti. Additionally, the team evaluated the technical and financial components of the proposals for materials received for readyboard electrical and lumber components, and iterated on the final version of the Clean Energy Emission Reduction (CLEER) Tool. In the home office, the Deloitte team led training sessions at the Energy Fundamentals workshop, progressed on the utility employee incentive paper with our subject matter experts (SMEs) by submitting the questionnaire to two target utilities: TATA Power (India) and AES Eletropaulo (Brazil), and proposed updates for the USAID Smart Utilities web site.

Administratively, the Deloitte team drafted, budgeted, and staffed three SOWs under the Task Order in Haiti, West Bank/Gaza, and Mozambique, including coordination with USAID's E3 office, USAID Missions, and government counterpart agencies. This resulted in a significant amount of project management related activities for the quarter. On rate approvals, the team worked towards onboarding Ian Yhap and Monique Bolmin for the Caracol Power Utility (CPU) Transaction Support SOW, signing an extended subcontract for Amanda Lonsdale and Steve Hirsch for Indonesia Phase II SOW, and continued to submit

rate approvals for Deloitte practitioners to the Office of Acquisition and Assistance (OAA). Furthermore, the team continued to submit a weekly tracking system to the TO Contracting Officer's Representative (COR) to provide insight into current tasks, challenges, and the week's work for both USAID and Deloitte.

CORE ACTIVITIES

The following section lays out the core activities led by Deloitte through the duration of Q2, FY2016 to implement the USAID SRUC Program and help it achieve its goals, as outlined in the approved workplan. The activity descriptions have estimated dates of performance.

TECHNICAL

A. Clean Energy Emission Reduction (CLEER) Module Protocol: July 2015 – Ongoing (E3 Funded)

During Q2, the SRUC team continued to collect data relating to energy savings and greenhouse gas (GHG) emission reductions associated with the regularization of utility customers. Deloitte received one revised dataset from participating utilities (Rio Light). During the quarter, the Deloitte team raised the concern about the availability of clean disaggregated data with its SME. The feedback from several utility partners was that utilities do not study and measure the success of community engagement initiatives at a disaggregated level; rather they do pre- and post- measurement after programs have been carried out in their entirety for the target territory. Regularization activities have to be defined at a high level, and cannot be broken down into independent interventions (i.e. pre-paid metering, community engagement, social tariffs, increased community investment, demand side management training and appliance subsidies). The Deloitte team proposed to USAID that the tool be delivered with the disaggregated data, and plans to discuss with USAID E3 Energy Division and the Global Climate Change (GCC) Office – which are familiar with the larger CLEER protocol - other methods for providing an effective solution.

2016 Q3 Actions: By mid-July, the Deloitte team will submit to USAID a baseline version of the CLEER tool for community engagement along with discussions questions for USAID on the tool's functionality, and hold a working session with USAID's E3 Energy Division and GCC Office.

B. Jamaica Readyboard Demonstration Project: April 2015 – Ongoing (E3 and Jamaica Mission Funded)

On the readyboard materials, the Deloitte team received bids resulting from the two "request for quotes" (RFQs) publicized in Q1 for a set of 400 electrical and lumber components for the readyboard assembly, guided per the materials list and specification submitted by the electricity utility, Jamaica Public Service Company (JPS). Technical review of the proposals were conducted by both the Deloitte team as well as the JPS engineers to determine the viability of the bids. This required extensive review by Deloitte's subcontracts team and Nigel Wills, Deloitte's Utility Commercialization Specialist, who reviewed all the bids in detail and coordinated with vendors on price and schedule. The successful bidders were L.S. Duhaney & Co.

Ltd., Fosrich, and Lumber Depot. A request for concurrence for the final procurement was submitted to the USAID Contracting Officer on March 25, 2016.

The Deloitte team began work on an implementation plan for the installation, electrification, and monitoring phases of the RED project. The implementation plan will cover a process for the materials delivery, assembly, recipient registration, service mapping, installation & structure reinforcement, customer payment, electrification, and JPS follow up in the community. The current draft requires collective input from all stakeholders, and will be a priority for Q3 work.

With regards to informational materials, a marketing pamphlet for the readyboard installations was developed for JPS in order to communicate the details of the readyboards effectively to the Majesty Gardens community.

There were changes to the Letter of Support (outlining the engagement for the pilot) and the Property Transfer Letter (signifying the turnover of the equipment to the Jamaican counterparts) and coordination between Offices of General Counsel (OGC) for Deloitte, JPS, and Jamaica Social Investment Fund (JSIF). These letters needed to be finalized and signed before Deloitte is able to move forward with the procurement. Sophia Peters worked with Deloitte's OGC and then the OGC offices at JPS and JSIF to finalize the new versions of these letters this quarter. This involved understanding each stakeholder's role and finessing the workplan/implementation plan to account for the various steps included in the pilot. A final version of the letters has been agreed and will be submitted for signature in Q3.

On the project survey, Hope Caribbean Ltd conducted a survey of 400 households in Majestic Garden, with 351 surveys completed, utilizing a survey instrument that they finalized and agreed with Deloitte, USAID, JPS, and JSIF. In order to prepare for the survey, the Hope Caribbean Ltd research team, working with Deloitte, conducted various mapping exercises to establish locations for the residents and applied a corresponding "address." The survey process included making an initial presentation to the residents during a community meeting and liaising with community leaders recommended by project stakeholders to notify the community of the research project in order to increase the responded participation. HOPE is currently managing the data collected, and establishing basic insights based on the data collected, and will deliver the final report and database in Q3.

Deloitte's Local Coordinator, Vivienne Thompkins Williams, moved on from the project to a position in the Jamaican government. As such, the Deloitte team began recruiting new local staff to help with the project on the ground.

Throughout the quarter, Deloitte team and USAID team corresponded regularly with the Jamaican counterparts on questions related to the process and applicability of the readyboard project. This included weekly phone calls and discussions on the project details and timeline. In March, there were a number of implementation and risk questions raised by the USAID Activity Manager and USAID/Jamaica Mission. Sophia Peters worked with Nigel Wills and others to respond to the questions and draft a plan to mitigate some of the issues.

2016 Q3 Actions: The Jamaica Readyboard Demonstration Project plans to complete the following objectives during the quarter -

- Conduct discussions in Jamaica with stakeholders after the results of the Majesty Gardens survey are available

- Understand challenges and the best way forward with USAID, JPS, and JSIF given the results of the survey and political climate
- Conduct site visit to Majesty Gardens to determine current environment for implementation
- Finalize and submit the Property Transfer letter and the Letter of Support to counterparts for signing
- Develop additional data analyses utilizing the survey data from Majesty Gardens, with a deep dive into the demographics of the community with a focus on affordability, load profiles, and usage levels
- Finalize the survey results with Hope Caribbean and deliver the final report on the survey and the associated database
- Develop plan for community engagement, including guidance on how to engage residents on electricity usage, billing, conservation, and demand side management

C. Smart Utilities Website: November 2014 – Ongoing (E3 Funded)

In Q2 the Deloitte team provided an updated Communications Engagement Plan/baseline Action Plan for the Smart Utilities Web site. As part of the plan, the Deloitte team reviewed the web site in full and provided a suggested timetable for updating and maintaining the site. Additionally, the team included a draft blog from Deloitte's work on SRUC in Jamaica that focused on the community engagement Knowledge Exchange Working Session with JSIF, JPS, and other Jamaica agencies active in the Community Renewal program. The content was captured in a photo blog for distribution on the SRUC USAID website.

2016 Q3 Actions: The SRUC team plans to draft two blog posts, (1) update on SRUC's work with PLN in Indonesia on geothermal development and (2) update on Hope survey results as an insight into the Majestic Community and attitudes toward legal electricity. **Communications lead Sophia Peters will**

D. Southern Africa IPP and Loss Reduction Scoping: May 2015 – Ongoing (E3 Funded)

In February, after approval from the Power Africa team on their national scope, USAID/Mozambique informed the SRUC team that they were able to move forward with technical assistance to the sector. The Deloitte team coordinated with USAID/Mozambique and USAID TO COR on the exact focus of the technical advisory for EdM, Mozambique's utility company, working from Terms of Reference (TOR) submitted by the company to USAID. SRUC Chief of Party Adrian Rouse and Sophia Peters had several calls with Faathima Arthur and Sergio Parruque from EdM on their priorities for loss reduction and consulted EdM's web site on priorities for the company. The Deloitte team draft an SOW on the technical assistance, which will be focused on created a strategic plan for metering and quality assurance plan for meter procurement. The SOW was submitted to USAID/Mozambique for approval and then to EdM for approval by their Board.

Note: Once the SOW has been finalized with EDM, the Deloitte team will track activities and budget under a new code.

2016 Q3 Actions: In Q3, the Deloitte team will incorporate EDM feedback into the draft SOW and return the final SOW to the EDM counterparts so that it can be approved by their Board for implementation. Internally, Deloitte will engage the member firm in Mozambique to bring local experts to the broader Deloitte team as well as work to finalize the staffing roster and budget for submission to the USAID COR.

E. Indonesia Geothermal Renegotiation with PLN: June 2015 – Ongoing (E3 and Mission Funded)

During Q2 the Deloitte team submitted a number of deliverables summarizing the team's experience during the live renegotiation. The team' submitted a draft version of the Renegotiation Guidelines for review and comment by the USAID ICEDII Team and PLN. The review by PLN and the Indonesia Clean Energy Development (ICED) II Program (implemented by USAID contractor Tetra Tech) required multiple weeks and in order to provide the most expedient delivery of the guidelines, subsequent revisions to the guidelines continued to be made by the Deloitte team parallel to USAID ICEDII Team's and PLN's review. In addition to the guidelines, the Deloitte team submitted three deliverables:

1. Data Collection and Application of Guidelines: A summary of major compliance issues found with the IPP submission, as it pertains to the Guidelines, and recommend measures to be taken to improve adherence.
2. Technical Analysis: A review of PLN's technical due diligence and a comparison of PLN's process of analysis with the process set out in the Guidelines.
3. Financial Analysis: Review of, and recommendations related to, PLN's financial analysis.

The lessons learned from these deliverables are being incorporated into the final version of the Renegotiation Guidelines.

In order to ensure higher quality information would be included in prefeasibility studies carried out by IPPs, PLN requested support developing a Prefeasibility Study Outline. The Deloitte team also developed a draft Prefeasibility Study Outline based on best practices in building prefeasibility studies as well as Indonesia specific requirements from the Ministry of Energy and Mineral Resources (MEMR) Regulation No. 11 of 2008.

2016 Q3 Actions: An in-person visit to PLN by the SRUC team is planned for Q3 along with the local ICED II team to finalize the Guidelines and to close out the application of the Guidelines to the SEML renegotiation as part of the Technical & Financial Analysis. As of Q2, the SRUC team is also planning to visit PLN in Q3 to deliver an in-person demonstration and training on the financial model. From the home office, the team will continue work on the risk allocation deliverable and prefeasibility deliverable, the last pending items under Phase 2. This will close out work under this Work Assignment's SOW.

F. Utility Loss Reduction Incentive Study: August 2015 – Ongoing (E3 Funded)

In Q2, the Deloitte team submitted a number of deliverables that laid the groundwork for communicating with our two pilot outreach utilities: TATA Power in India and AES

Eletropaulo in Brazil. In leading up to the distribution of the questionnaire to the aforementioned utilities, the Deloitte team submitted a number of Deliverables, including the Emailing documents/Questionnaire to Utilities and the Draft Outline of Report on Approaches to Employee Incentives for Loss Reduction. Furthermore, Deloitte worked in coordination with the USAID Home Office to coordinate with the USAID/India and USAID/Brazil missions.

2016 Q3 Actions: the Deloitte team plans to review the pilot questionnaire responses from TATA Power and AES Eletropaulo in order to review the effectiveness of the survey format and questions. Following that exercise, the Deloitte team will identify and distribute the questionnaire to 6-8 additional utilities in South America, India, and Sub-Saharan Africa.

G. Haiti Caracol Power Utility (CPU) Transaction Support: March 2015 – Ongoing (Mission Funded)

During Q2, the Deloitte team, led by Bruce MacQueen, kicked-off the CPU Transaction Advisory Project by re-engaging with the USAID/Haiti team in a March 2, 2016 project kickoff meeting, and with other stakeholders during a 3 week trip in March to Cap-Haïtien and Port-au-Prince, Haiti.

During the March trip, Bruce MacQueen and Colin McCollester spent their first week meeting with stakeholders at the Caracol Industrial Park (CIP) in the north. The first week was focused on working with the CPU operator NRECA to understand plant operations and to gather data that would inform financial models which will be required for the eventual tender. During the time in the north, the team also met with other CIP tenants (SAE-A and Sisalco) along with other governmental entities involved in park operations (State Department, SONAPI).

During the following two weeks, the team travelled to Port-au-Prince to meet with members of the Haitian government, and other power sector stakeholders. The team's primary objective while in Port-au-Prince was to meet with key decision makers in the Haitian energy sector, establishing rapport, and begin to assess options for an eventual PPP which would bring private investment to the CPU.

During the time in Port-au-Prince, the team met with a wide range of stakeholders from the Government of Haiti (GoH), donor organizations, US government actors, and private sector actors in an effort to gain a full understanding of the ecosystem in which this PPP transaction must take place. *Note: Please refer to the team's Trip Report #1 has full meeting details.*

In parallel, Peter Berini and Sophia Peters worked to onboard SMEs Monique Bolmin (Haitian Legal Expert) and Ian Yhap (Utility Commercialization Expert). As of this writing, both have been approved for work on this project, and contracts are in the process of being finalized to allow them to join the team's second trip to Haiti in May.

After the initial trip, Bruce MacQueen and Colin McCollester prepared and delivered the agreed upon deliverables from the trip 1 SOW. These deliverables included the work plan, comprehensive feasibility study outline, trip report, and a preliminary description of the proposed PPP framework for the CPU transaction with barriers to implementation. The team is still awaiting the preliminary asset register from NRECA.

2016 Q3 Actions: In Q3, work will be geared towards preparing for and undertaking the team's second trip to Haiti which will begin the first week of May and include SMEs Monique Bolmin and Ian Yhap. The team will undertake a four week trip to the country (both Cap Haitien and Port au Prince) to focus on the Cost of Service study, the Asset Registry, engaging the GOH counterparts in the PPP structure, and due diligence for potential bidders. The team will debrief USAID and interested stakeholders on There is a briefing set for June 29, 2016 with the USAID Energy Division and Haiti Task Team.

H. White Papers (E3 Funded)

In Q2, the Deloitte team prepared and submitted abbreviated SOWs for six potential White Papers under the SRUC Y2 Workplan, including: Best Practice Approaches to Community Engagement for Regularization, GHG Emissions Reductions from Regularization, Ten Key Components of Improved Power Sector Performance, What is Corporate Governance in the Power Industry, and Why is it Important, Why Long Term Planning is Important for the Power Sector, and The Role Utilities Play as More Distributed Generation Comes Online. The SOWs were submitted to USAID are currently being reviewed.

2016 Q3 Actions: Detailed white paper concepts and associated trainings will be drafted, and submitted to USAID for review and approval. White paper topics include: Models for Power Sector Reform and Market Restructuring; Utility Business Models of the Future – Threats and Opportunities; The Impact of Low-Carbon Electricity Supply on Power Market Development; and Why Long Term Planning is Important for the Power Sector.

I. Energy Fundamentals Workshop (E3 Funded)

Chief of Party Adrian Rouse and Liz Pfeiffer presented at the “Fundamentals of Energy Systems for Program Managers” Workshop on March 16, 2016 at Engility's offices. Adrian presented on Electricity Sector Reform: Problems and Best Practices and Best Practices for Developing Private Power Generation Projects. Liz Pfeiffer presented and led an interactive session on Modeling the Financial Viability of the Haiti Caracol Industrial Park (CIP) Utility, which allowed all the participants to work in a simplified financial model to understand cost reflective tariffs and their impact on utility company financials. There were 25 total participants in these morning sessions.

2016 Q3 Actions: Several new modules under development/discussion with USAID, including specific ideas for the future Energy Fundamentals Training. Target completion date 7/29/2016.

ADMINISTRATIVE

J. Rate and Travel Approvals with OAA for Technical Scopes

Throughout the quarter, the Deloitte team worked with OAA for resource rate approvals and with the COR on technical scope and travel approvals. Over the course of the project, the following items were approved by OAA and are relevant to ongoing work under the contract.¹ No SOW or rate approvals were processed during Q1 FY16.

¹ There have been several SOWs developed that have been put on hold including scoping work in Nigeria and a wind farm assessment in Lesotho.

SOW #	Activity	Date of Technical SOW Approval	Date of Labor/Rate Approval	Total # of Resources on SOW
1	Home Office Support	June 17 2014	July 25 2014 (Longstaff, Doyle, Mohammed) August 29, 2014 (Katz, Taylor, Germer, Rouse, Peters)	8
2	New Module for CLEER	July 10 2014	July 25 2014 (Riposo)	4
3	SRUC Video	July 10 2014	July 25 2014 (Veluz)	3
4	Haiti CARACOL Plant Review	Sept. 22 2014	Oct 6 2014 (Wills, Pfeiffer, Manna)	5
5	Electricity Sector Reform Toolkit	Oct. 17 2014	N/A	6
6	Innovation Prize Competition	Oct. 22 2014	Dec 5 2014 (Cassidy, Cottle, Maxted, Goldhammer)	7
N/A	IPP Literature Review	Home Office	N/A	2
7	Jamaica Scoping			
8	Smart Utility Website	Dec. 11 2014	Jan 6 2015 (Wallace)	4
10	Jamaica Workshop SOW	Feb. 2 2014	March 18, 2015 (Smyser)	6
12	Jamaica Readyboard Electrification (RED) Pilot	May 19, 2015	July 17, 2015 (Mulholland, Petrusevska) December 1, 2015 (Thompson Williams)	3
13	Southern Africa Scoping	May 13, 2015	May 1, 2015 (Daly) June 26, 2015 (Nanda)	6
14	Indonesia Geothermal	June 8, 2015	July 17, 2015 (Wentzel)	7
15	Y2 Home Office Support	June 16, 2015	July 17, 2015 (Berini, McCollester)	8
16	DRC Energy Sector	Aug. 17, 2015	N/A	3
17	New CLEER Module Part 2	Aug. 3, 2015	N/A	2
18	Utility HR Incentive Study	Oct. 2, 2015	Submitted October 13, 2015 January 1, 2015 (Jose Cavaretti)	6
19	Haiti Caracol Plant Transaction Assistance	TBD (Q2)	March (MacQueen, Bolmin) April 22, 2016 (Yhap)	6

Forward Looking Travel Approvals

Trip	Resource	Location	Arrival	Departure
Indonesia Geothermal Renegotiation with PLN: Guidelines Finalization Trip	Craig VanDevelde	Indonesia	16-May	20-May
	Sophia Peters	Indonesia	16-May	20-May
	Liz Pfeiffer	Indonesia	16-May	20-May
	Amanda Lonsdale	Indonesia	16-May	20-May
Indonesia Geothermal Renegotiation with PLN: Guidelines and Model Training	Amanda Lonsdale	Indonesia	20-Jun	22-Jun
	Ryan Daly	Indonesia	20-Jun	22-Jun
Jamaica Readyboard Demonstration Project: Stakeholder Check-in	Sophia Peters	Jamaica	2-May	6-May
	Ryan Daly	Jamaica	2-May	6-May
Haiti Caracol Power Utility (CPU) Transaction Support: Working Sessions	Peter Berini	Haiti	4-May	21-May
	Bruce MacQueen	Haiti	4-May	5-Jun
	Ian Yhap	Haiti	18-May	5-Jun
	Monique Bolmin	Haiti	15-May	28-May

K. SRUC HO Support (E3 Funded)

During Q2, the home office was active in developing Independent Contractor Agreements and modifications to support the underlying task orders including: Vivienne Williams Thompson, Amanda Lonsdale (through a subcontract with Athena Global Alliance), Steve Hirsch, Ian Yhap (through a subcontract with GBSI), and Monique Bolmin. The home office was also active in updating the SRUC Budget Status Report, and the implementation of two contractual modifications to allow for mission buy-in and the second obligation.

The Deloitte team spent considerable time through Q2 drafting SOWs, budgeting, staffing, and working through internal and external approvals for work in Haiti, West Bank, Mozambique, and Uganda. This involves working with USAID to define and refine the SOW for the technical assistance, recruiting and staffing the SOW with the appropriate resources, refining the budget, and working internally on risk and security approvals, among others. At the end of the quarter, the Deloitte team was informed the USAID/West Bank-Gaza Mission will no longer move forward with SRUC assistance due to the length of time associated with receiving the Congressional approval for the work. It is anticipated that once these SOWs move forward, there will be less focus on project management.

2016 Q3 Actions: The Deloitte Home Office team expects a number of project management related activities in Q3 including: finalizing the Mozambique and Uganda SOWs and the related rate and travel approvals; creating a detailed deliverable tracker and uploading cleared deliverables to the USAID Development Experience Clearinghouse; submitting weekly trackers and budget related trackers; and holding a quarterly check-in meeting with the USAID COR.

MONITORING AND EVALUATION

Deloitte Monitoring and Evaluation Framework for SRUC Project Measurement Indicators: Standard Foreign Assistance Indicators

SRUC Program Indicators							
Standard Foreign Assistance Indicator	Description & Unit of Measurement	Data Source	Reporting Frequency	Expectations for Q2 FY16	Progress in Q2 FY16	Cumulative Progress to Date from Contract Start	FY2016 Targets
1. Number of beneficiaries with improved energy services due to USG assistance (4.4.1-31)	Number of people	Beneficiary utility coverage areas; utility descriptions of population size affected by SRUC programming	Quarterly, Annually, Final	800	0 (Readyboards not installed)	0	1600
2. Total public and private funds leveraged by USG for energy projects (4.4.1-33)	U.S. Dollars	Partnership statements; letters of commitments	Quarterly, Annually, Final	\$200,000	*	*	\$300,000
3. Person hours of training completed in technical energy fields supported by USG assistance (4.4.1-34)	Person-hours (also captured as number of people)	Training activity final schedules; attendance from trainings	Quarterly, Annually, Final	30	30 person hours (male) 45 person hours (female)	552 person hours	1,330 person hours
4. Number of days of USG funded technical assistance in technical energy fields provided to counterparts or stakeholders (4.4.1-35)	Number of days	LOE allocated to direct work with utility or government counterparts (SRUC SOWs)	Quarterly, Annually, Final	63	40 days (Initial Haiti trip for Bruce Macqueen & Colin McCollester)	237days	163 days
5. GHG emissions, estimated in metric tons of CO2e, reduced, sequestered, and/or avoided as a result of USG assistance (4.8-7)**	Number of metric tons CO2e for reporting period	Estimate based on changes made to generation. Original project/program level information used in line with CLEER protocol and best practices.	Annually, Final	-	N/A	0	605.24 tCO2e
6. Amount of investment mobilized (in USD) for climate change as supported by USG assistance. (4.8.2-10)*	U.S. Dollars (USD)	Financial commitments from stakeholders	Annually, Final	-	N/A	0	\$1.9B

SRUC Program Indicators

Standard Foreign Assistance Indicator	Description & Unit of Measurement	Data Source	Reporting Frequency	Expectations for Q2 FY16	Progress in Q2 FY16	Cumulative Progress to Date from Contract Start	FY2016 Targets
7. Clean energy generation capacity installed or rehabilitated as a result of USG assistance (4.8.2-32)	Number of MWs	Recipient utility records of generation portfolio	Quarterly, Annually, Final	0	0, No activities are currently working to install clean generation	0	475 MW
8. Number of tools, technologies, or practices introduced to the commercial sector (STIR-2)	Number of technologies piloted	Utility loss pilot programs	Annually, Final	-	N/A	0	1
9. Number of policy reforms \ laws \ regulations \ administrative procedures drafted and presented for public\ stakeholder consultation to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance ((4.4.1-33)**	Number of policy reforms \ laws \ regulations \ administrative procedures	Responses from counterpart agencies and governments	Quarterly, Annually, Final	0	0	4 (DRC energy law review)	3
10. Number of original publications on sector reform and utility commercialization released to public (Custom Indicator)**	Number of published pieces	Articles, web sites, periodicals, conference proceedings, etc.	Quarterly, Annually, Final	1	1 web site posting	4 (current Smart Utilities web site pages)	12

* Significant amount of private funding mobilized, specific amount not available due to NDA

** Indicator not tracked prior to Y2, results show Y2 cumulative only

Deloitte Monitoring and Evaluation Framework for SRUC Project
Measurement Indicators: Core Activities and Outputs

Core Activities and Outputs			
Y2 Workplan Core Activities	Outputs	Accomplishments in Q2 FY16	Activities Performed to Accomplish Output
1. Jamaica	▪ Number of readyboards assembled and installed in target community	0	Readyboards have not been installed
	▪ Number of program design documents shared with counterparts	3	Readyboard Information Pamphlet; procurement proposals for electrical and lumber materials for readyboard assembly
	▪ Number of households surveyed in baseline survey	351	Survey Conducted
	▪ Number of presentations to local community partners, utility partners, Mission, Bureaus, and community partners	0	Readyboards not installed, Indonesia training delayed
	▪ Number of training materials distributed (Flyers, presentations, etc.)	1	Readyboard Information Pamphlet
2. Indonesia	▪ Number of MW of planned geothermal addition	220 MW	Live Renegotiation Support, Data Collection and Application of Guidelines, Technical Analysis, Financial Analysis
	▪ Number of individuals trained	0	None
	▪ Number of training programs	0	None
	▪ Number of developers, SMEs, and industry experts surveyed to assess best practices	7	Amanda Lonsdale, Steve Hirsch, Adrian Rouse, Jeff Benegar, Richard Campbell, Lou Capuano, Jay Dick
3. Mozambique	▪ Number of tools and trainings delivered to support improved utility capacity and performance	Not Yet Finalized	
	▪ Number of best practice reports on corporate structure and metering strategies		
	▪ Number of persons trained on technical areas relevant to improved utility performance, such as metering technology		
	▪ Number of days of USG funded technical assistance in technical energy fields provided to counterparts or stakeholders, such as EdM, UTIP and/or CNELEC		
4. Thought Leadership	▪ Number of background reports on sector reform issues	0	None
	▪ Number of seminars, training sessions, and workshops receiving SRUC assistance	0	None
	▪ Number of reports, articles and white papers contributed to by the SRUC team	0	None
5. Marketing	▪ Number of animated videos published	0	None
	▪ Number of website updates	1	Jamaica Blog Posts added to website
	▪ Number of SRUC marketing materials produced/distributed	0	None

Core Activities and Outputs			
Y2 Workplan Core Activities	Outputs	Accomplishments in Q2 FY16	Activities Performed to Accomplish Output
	<ul style="list-style-type: none"> Number of updates to online content on the Smart Utilities website 	1	Jamaica Blog Posts added to website
6. Small Scale Implementation	<ul style="list-style-type: none"> Number of individuals trained 	25	The Fundamentals of Energy Systems for Program Managers Workshop
	<ul style="list-style-type: none"> Number of reports developed and contributed to by the SRUC team. 	0	None
	<ul style="list-style-type: none"> Number of learning tools and methodologies produced 	0	None

QUARTERLY EXPENDITURES – Q2 FY2016 (AS OF APRIL 2016)

Please see separate attachment.

Please note: The figures in the enclosed financial statement are accrual figures as official invoices are still pending due to USAID/OAA approval of key personnel and Deloitte billing policy.